



# Reconciliation Action Plan with Indigenous Peoples

Building a Road to Lasting  
Understanding

2025 - 2028

## Land and Water Acknowledgment

We respectfully acknowledge that DJ Miller & Sons Construction is located on the traditional lands and waters of the Cree, Anishinaabe, and Saulteaux peoples, and the homeland of the Métis Nation. This area is covered by Treaty 4, which encompasses the land and the peoples who have stewarded it for generations. We recognize the enduring presence and contributions of Indigenous communities, past and present, and honour their relationship with the land, water, and resources. As we continue our work in this region, we are committed to fostering respectful relationships and supporting efforts towards reconciliation, understanding, and shared stewardship.

# Message from the CEO

As the CEO of DJ Miller & Sons Construction, a family-owned and operated business, I am honoured to share our Reconciliation Action Plan (RAP). Our company was founded 50 years ago by my late father, Maurice Miller, and has since become a trusted leader in the construction industry, grounded in the strong family values he instilled.

At DJ Miller & Sons Construction, we recognize the vital importance of fostering meaningful and respectful relationships with Indigenous communities. We are dedicated to supporting reconciliation by creating opportunities for collaboration, understanding, and growth. Our RAP reflects this commitment by guiding our efforts to build connections, promote cultural awareness, and contribute to the overall well-being of communities across Saskatchewan.

We believe reconciliation, much like road construction, is an ongoing process that requires patience, persistence, and a clear vision. Our plan is centered on building a solid foundation of truth and trust, establishing reciprocal relationships, and engaging in genuine dialogue. By committing to this approach, we aim to create lasting, positive change in all the communities we serve.

Just as a road is built one step at a time, reconciliation is an enduring journey. It requires constant effort and dedication to ensure that the path forward is strong, inclusive, and accessible for all. At DJ Miller & Sons Construction, we are proud to be part of that journey, and we remain committed to honouring the legacy of my father while contributing to a more inclusive and equitable future for all.

**Dwight Miller**  
Chief Executive Officer  
DJ Miller & Sons Construction



## About DJ Miller & Sons Construction

Founded in Langenburg, SK, DJ Miller & Sons Construction is a family-owned and operated business with over 50 years of experience. With a team that includes employees with 40+ years in the industry, we specialize in road construction, site development, lagoon construction, oilfield leases, and mining projects across Saskatchewan.

We take pride in our high-quality work and strong safety standards, holding memberships with SHCA, MHCA, HCSA, and ISNetworld, and maintaining a COR certification. Our long-standing reputation is built on expertise, diversity, and a commitment to delivering exceptional results.



*Maurice Miller Founder of Miller Construction 1967*

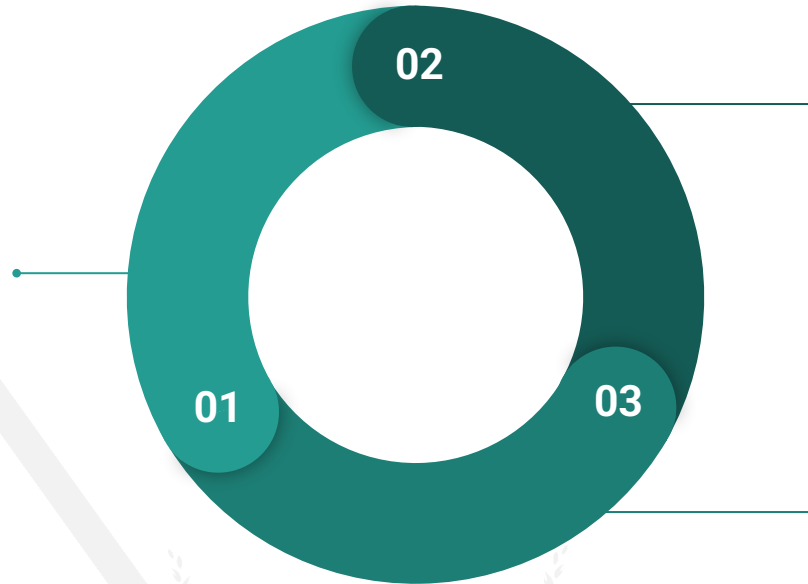
# Values, Vision, and Mission

## Values Statement

As a team committed to leadership, respect, and honesty, we uphold values that ensure we maintain a professional and approachable relationship with our customers.

We **lead with integrity**, guiding our actions and decisions to inspire trust and confidence. We promote a culture of mutual **respect**, valuing every individual's perspective and contribution. We prioritize transparency and **honesty** in all interactions, ensuring clear, open communication at all times.

Together, these values help us build strong, lasting partnerships based on reciprocal and balanced growth.



## Vision Statement

We envision a future where individuals and communities are united in trust, understanding, and mutual respect, built on a foundation of collaboration and positive relationships. Through consistent efforts, we aim to strengthen connections, encourage shared growth, and drive meaningful change in everything we do.

## Mission Statement

Our mission is to empower individuals and organizations by fostering trust, collaboration, and open communication. We strive to create an environment where mutual understanding, accountability, and positive action lead to lasting success and transformation. Through intentional effort and a commitment to continuous improvement, we aim to build enduring relationships and deliver impactful results.


# 1. Establishing a Foundation of Truth

## **ACTION 1** **Acknowledge past issues**

Confront the historical and present challenges that have caused harm, misunderstanding, or division. This involves being honest about past actions and their impact on individuals or communities. **Ongoing**

## **ACTION 2** **Share personal truths**

Encourage all those involved to share their perspectives and experiences. This creates a foundation based on mutual recognition of shared truths, where all voices are equally heard. **Ongoing**



**Begin by  
acknowledging  
past challenges  
and establishing a  
solid base for  
openness and  
honesty.**

## **ACTION 4**

### **Promote a culture of continuous learning and growth**

Provide ongoing Indigenous cultural awareness education for team members, fostering growth, challenging biases, and deepening understanding. This promotes transparency and openness as lasting practices, strengthening relationships and encouraging meaningful, reciprocal growth. **Ongoing**

## **ACTION 3**

### **Commitment to transparency**

Establish a commitment to transparency in communication, where all parties agree to be open and forthright about their feelings, perspectives, past experiences, and shared vision. **Ongoing**

## 2. Fostering Reciprocity and Building Trust

### ACTION 1

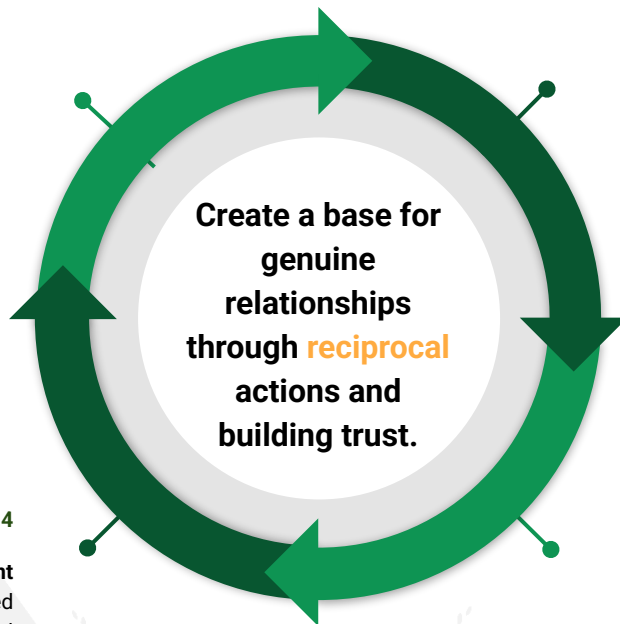
#### Reciprocal commitment

Each party must actively engage in the reconciliation process by offering their willingness to listen, understand, and work together. This involves mutual acts of goodwill, where one side's efforts to heal are mirrored by the other side. **Ongoing**

### ACTION 4

#### Mutual support and empowerment

Encourage joint initiatives, like community projects or shared ventures, that benefit both sides. Working together on mutual goals fosters ownership, shared success, and empowerment, that focuses on reciprocity and trust. **Ongoing**



### ACTION 2

#### Ensure accountability

Create mechanisms to ensure that each party is accountable for their role in the process. This might include setting clear expectations and commitments that are continually reviewed. **Completion Q4 2025**

### ACTION 3

#### Build trust through consistency

Encourage consistent actions that demonstrate trustworthiness. Repeated, positive actions help reinforce the intention behind the ongoing reconciliation process. **Ongoing**



### 3. Engage in Dialogue and Open Communication



## 4. Integrating Positive Change and Strengthening Relationships

### ACTION 1

#### Reaffirm commitments

Ensure that all parties are still committed to the ongoing process of reconciliation. This may involve reiterating promises, discussing progress, and adapting strategies as needed. **Ongoing**

### ACTION 2

#### Encourage cooperative action

Engage in joint activities or projects that promote cooperation and build stronger relationships. These projects should be opportunities to demonstrate mutual support and shared goals. **Completion Q4 2026**



**Build stronger  
relationships  
through positive  
actions and  
reinforced  
commitments**

### ACTION 4

#### Sustain long-term collaboration and growth

Create ongoing collaborative initiatives that reinforce shared goals and ensure long-term success, keeping the relationship dynamic and focused on reciprocal growth. **Ongoing**

### ACTION 3

#### Reinforce positive behaviours

Recognize and celebrate the positive behaviors and actions that contribute to the reconciliation process. Acknowledge when parties act in ways that promote understanding, respect, and goodwill. **Ongoing**



# 5. Sustaining Long-Term Growth and Continuous Improvement

## ACTION 1

### Continuous reviews and evaluations

Commit to regular check-ins to assess the progress of the reconciliation efforts. This ensures that the process remains on track, identifies any new challenges, and provides an opportunity to celebrate successes. **Ongoing**

## ACTION 2

### Ongoing dialogue and feedback

Keep the lines of communication open by creating regular opportunities for feedback. This includes both formal and informal check-ins to address any lingering issues or new concerns. **Completion Q4 2028**

Ensure the  
reconciliation  
process remains  
**ongoing**, with  
regular updates  
and adjustments

## ACTION 4

### Strengthen accountability and adaptability

Set clear accountability measures and adjust strategies based on regular reviews and feedback to keep the reconciliation process flexible and focused on long-term success. **Ongoing**

## ACTION 3

### Commit to continuous learning

Nurture a culture of shared learning, where all participants commit to learning from each other's perspectives, enhancing their communication skills, and adapting their approaches as situations evolve. **Completion Q3 2027**



**By laying a foundation of truth and engaging in meaningful dialogue, reconciliation evolves into a continuous journey of growth and connection.**

## The Road Ahead

As we move forward with the implementation of our Reconciliation Action Plan, we remain steadfast in our commitment to strengthening our relationships with Indigenous communities and contributing to the broader journey of reconciliation. Through ongoing dialogue, mutual respect, and a dedication to learning from one another, we are confident that our efforts will help build a more inclusive and equitable future for all. Every step we take, both in our work and in our interactions, will reflect the core values that have guided DJ Miller & Sons Construction for the past 50 years.

The road to reconciliation is one that requires continuous reflection, collaboration, and growth. We are committed to ensuring that our company not only leads in the construction industry but also sets an example for others in promoting positive change within our communities. Together, we will build a stronger, more connected future.